



Board of Commissioners Meeting

Thursday | June 18, 2026 | 3:00 pm

In-Person at 5900 NE Pinefarm Ct, Hillsboro, OR 97124
or Online via Microsoft Teams (for link contact 503-690-4911)

Agenda

A. Call to Order

B. Roll Call

C. *Approval of March 19, 2026 Meeting Minutes

D. Public Comment

E. Written Communication

F. Public Hearing on Recommended FY27 Budget

G. Executive Session – Per ORS 192.660(2)(h) permitting a governing body to hold an executive session, closed to the public, to consult with legal counsel concerning the body's legal rights and duties regarding current litigation

H. *May 2026 Financial Summary Report

I. New Business

1. *Agenda Bill - Class update
2. *Agenda Bill – Recommended FY27 Budget and Adjustments

J. *Resolution to Adopt FY27 Budget

K. Project Reports

1. Technical Services update

L. Director's Report

M. Adjournment

Next meeting is September 17, 2026 at 3:00 pm

**Washington County
Consolidated Communications Agency**

Minutes

Washington County Consolidated Communications Agency
Board of Commissioners
Meeting Minutes

March 19, 2026

In person and online via Microsoft Teams

Present Keith Mays, Board Chair, City of Sherwood
Alan Juilfs, Deputy Chief, City of Beaverton
Angela Godinez, Councilor, City of Cornelius
Erin Calvert, Assistant County Administrator, Washington County
Bob Wyffels, Board of Directors, Tualatin Valley Fire & Rescue
Dave Downey, Fire Chief, City of Hillsboro
Cyndy Hillier, Councilor, City of Tualatin
Donna Gustafson, Councilor, City of Forest Grove
Ernie Happala, Police Chief, City of King City
Rodney Linz, Fire Chief, Banks Fire
Marsha Kirk, Mayor, City of Banks

Also, Present John Koch, Undersheriff, WCSO
Kevin Butler, Day Wireless

Staff Present Mark Buchholz, Executive Director
Jennifer Reese, Assistant Director
Mike Stout, Chief Financial Officer
Kim Foster, Operations Manager
Jennifer Kilcoin, Human Resources Manager
Amanda Kasmeyer, Accounting Technician

A. Call to Order

Chair Mays called the meeting to order at 3:00 pm

B. Roll Call

C. Approval of Meeting Minutes

Wyffels motioned for acceptance of the minutes from December 2025 as written.
Seconded by Linz.

Mays – aye
Wyffels – aye
Happala – aye

Juilfs – aye
Downey – aye

Godinez – aye
Hillier – aye

Calvert - aye
Gustafson - aye

Motion carried unanimously.

D. Public Comment – None

E. Written Communication

Letter from TKW, the Audit firm for WCCCA, was reviewed by Stout. There was one finding for FY26. It was related to how WCCCA accounted for the retro payment as a result of the contract signing. WCCCA traditionally treated the entry one way, but this year Auditors changed how it should be recorded. WCCCA has completed a corrective action plan.

F. Consent Agenda

- 1. *Re-vote: Non-Emergency Call Handling RFP Award**
- 2. *Re-vote: FY27 Budget Calendar**

Linz motioned for acceptance of the two “re-vote” clarifications on Non-Emergency Call Handling RFP and FY27 Budget Calendar. Seconded by Hillier.

Mays – aye	Juilfs – aye	Godinez – aye	Calvert - aye
Wyffels – aye	Downey – aye	Hillier – aye	Gustafson - aye
Happala – aye			

Motion carried unanimously.

G. Finance Report

March 2025 Financial Report (Stout)

Stout presented the last three months (Dec 2025 through February 2026) financials. Expenses remain on track. The 9-1-1 tax money was received in February.

There is a negative line entry on line 17 (Pass-Thru), in the amount of negative \$476,076. This entry is from cost sharing that WCCCA does between the partners in the CAD program. We paid a bill on their behalf, in which WCCCA is to be reimbursed in March. The General Fund has a balance of \$9.4 million.

Capital Projects Fund had no expenses. We continue to add to the fund for the possible future CAD replacement. Current Capital Fund balance is \$ 3,649,938.

Wyffels motioned for acceptance of the financials as presented. Seconded by Linz.

Mays – aye	Juilfs – aye	Godinez – aye	Calvert - aye
Wyffels – aye	Downey – aye	Hillier – aye	Gustafson - aye
Happala – aye			

Motion carried unanimously.

H. New Business

1. Nominations and vote for Board Chair (two-year term)
2. Nominations and vote for Vice-Chair (two-year term)

Wyffels motioned to re-elect the current Chair and Vice Chair for the next two years.
Seconded by Gustafson.

Mays – aye	Juilfs – aye	Godinez – aye	Calvert - aye
Wyffels – aye	Downey – aye	Hillier – aye	Gustafson - aye
Happala – aye			

Motion carried unanimously.

3. Agenda bill – Executive Director Compensation Philosophy

The CEO Board held a special meeting on January 29, 2026 to discuss Executive Director compensation and review the Executive Director's salary study completed by contractor HR Answers.

Through the review and discussion, the CEO Board shared their thoughts regarding Executive Director compensation and requested HR Answers to combine their thoughts into a philosophy that could be documented. (See packet/Agenda Item)

CEO Board recommends BOC approve Executive Director Compensation philosophy as presented.

Calvert motioned to approve the Executive Director Compensation Philosophy as presented. Seconded by Gustafson.

Mays – aye	Juilfs – aye	Godinez – aye	Calvert - aye
Wyffels – aye	Downey – aye	Hillier – aye	Gustafson - aye
Happala – aye			

Motion carried unanimously.

4. Agenda bill – Amend Executive Director's Employment Agreement (Resolution 26-02)

Executive Director Buchholz was hired on March 11, 2021. He received a six-month performance review and then a second performance review survey four (4) years later in October of 2025. Director Buchholz has not received a pay adjustment, outside COLAs provided to all staff, since being hired.

Using salary data for the two most recent comparable incumbents, CCOM at \$210,710 and BOEC at \$233,730, a mid-point of \$222,220 was identified. The current ED salary is \$212,852. The CEO Board consensus was to support a 4% salary increase to \$221,366.

Gustafson motioned to approve the CEO Board consensus decision to support a 4% increase, to the Executive Director Compensation. Seconded by Hillyer.

Mays – aye
Wyffels – aye
Happala – aye

Juilfs – aye
Downey – aye

Godinez – aye
Hillier – aye

Calvert - aye
Gustafson - aye

Motion carried unanimously.

I. Project Reports (Reese)

1. Technical Services Update

Radio Team –

- Monthly patching was complete. June 2026 for full system upgrade.
- Motorola has been onsite doing preventative maintenance at radio sites, completing 24 sites of 48.
- Working with Washington County's Sheriff offices fleet staff on preventative maintenance (PM) to take place in June/July timeframe. These PM's will take approximately 5 weeks for approximately 1,300 radios.
- Sheriff's office in Clackamas County is also starting to cycle radios in for preventative maintenance.
- DVRs project is going through some reprogramming. Completed 10 apparatuses for Hillsboro Fire, currently working on Hillsboro PD with some testing.
- New portal for WAVE. Not currently active, but should make it easier for all agencies to sign on.
- Motorola has increased their pricing. Rates increased from \$655 to \$727, per radio for repairs.

Facilities Team

- New hot water mixing valve was replaced in the potable water system.
- Facilities candidate is currently in background.
- Replacing roofing at couple tower sites, with asphalt.
- Site PMs for February were completed.
- The Automated Transfer Switch (ATS) at the Sandy radio site has malfunctioned and is awaiting new firmware and software updates from the manufacturer.
- Fleet maintenance was completed for February.

Information Technology Team

- CAD maintenance continues.
- Central Square was onsite last week talking with different team members about what to expect with the upgrade. We are still on track for installation in November.
 - o Currently the test version is at 25.10, moving to 25.11 next week. Will begin testing right away, as version 25.10 has some issues.
- Groups are still meeting to go over MobileX and getting the clear forms completed.
 - o Hoping to have police mobile vetted by April time frame.
- MicroMain – still loading assets.

J. Director's Report – Buchholz

Staffing Update:

- One candidate in line for April hiring.

AI Update:

- The use of AI in training has been successful.
- We are working on a component that will assist us with quality assurance. AI can listen to the phone call, understand WCCCA's policies and procedures.
- Non- Emergency AI contract is in place.
 - o Kick-Off meeting is scheduled for March 30th.
 - o Will take 6-8 weeks to implement.
- Also using AI to assist with candidate recruitment and testing.

CAD Update:

Buchholz attended Central Square's annual user conference. Central Square is the vendor for Computer Aided Dispatch (CAD) and the mobile data system. Buchholz met with key executives, including the president and vice-president, and the head of engineering for CAD design, letting them all know the upgrade in November is crucial.

WCCCA has been dealing with Central Square for many years. We have been unhappy with them for different issues over the years; -performance, delivery, and ability to solve problems, to name a few.

Record Request:

Recently, a City Councilor/Budget Committee member asked for a record request/report of monthly calls relating to ICE/federal activity. The creation of the report went to Technical Advisory Committee (TAC) as well as the PUG for approval. The report format that would show all activity was approved by TAC for dissemination. This request was different in the fact that it was done outside of the normal record request procedures.

Buchholz stated that this request was unusual as it went straight to him, rather than through the normal record request channels. Buchholz discussed his concern with Deputy Chief Juilfs, from Beaverton. Juilfs voiced his concerns about the data being released and who it is provided to.

Juilfs also asked if it was possible for WCCCA to create a public dashboard, regarding the number of calls in a month, etc.

Clarification, as a City Councilor making a public records request, these types of requests should be submitted through the city's Police or Fire Chiefs directly.

Hillier shared a few thoughts, confirming WCCCA as a transparent agency. She likes the idea of a dashboard for information. Mays confirmed this request was not normal, and future requests should be submitted as a community member, following proper procedures, a record request fee starts at \$25 per request.

Topic to be tabled and to be brought to the next board meeting as an agenda item.

Hillier asked for a statement to be sent out, so everyone is on the same page. Buchholz and Mays to discuss and bring back to the next board meeting.

K. Adjournment

The meeting was adjourned by Chair Mays at 4:10 pm.

The next BOC meeting is June 18, 2026.

**Washington County
Consolidated Communications Agency**

Finance Report

WCCCA**General Fund**

91.7%

	L	U	V	W	X	Y	Z	AA	AB	AC
	Actuals FY25	Actuals March	Actuals April	Actuals May	Projected June	Actuals FY26YTD	Projected FY26	Budget FY26	proj. budget variance	% budget
5 911 Telephone Tax	5,583,213	-	-	1,420,243	-	5,652,778	5,652,778	5,475,000	177,778	103.2%
6 Interest Income	513,028	35,224	33,994	35,257	35,000	428,330	463,330	400,000	63,330	107.1%
7 Member & Associate User Fees	11,651,561	1,047,601	1,047,601	1,047,601	1,047,601	11,523,615	12,571,216	12,571,204	12	91.7%
8 C800 Contract Revenue	1,129,486	104,999	104,999	104,999	104,999	1,154,987	1,259,986	1,259,984	2	91.7%
9 EMS Dispatch Fees	700,000	57,589	57,589	57,589	57,589	633,474	691,062	691,062	-	-
10 Non-Member Contract Revenue	157,955	17,147	17,147	17,147	18,000	193,713	211,713	223,198	(11,485)	86.8%
11 Maintenance - Members	87,299	-	6,459	-	1,500	31,256	32,756	20,000	12,756	156.3%
12 Maintenance - C800	23,319	-	590	-	500	9,615	10,115	10,000	115	96.1%
13 Maintenance - Non-Members	7,082	-	4,003	-	333	15,747	16,080	4,000	12,080	393.7%
14 Tower Site Rent	41,779	-	-	-	-	128,045	128,045	109,372	18,673	117.1%
15 Insurance Claims	-	-	-	-	-	40,467	40,467	-	40,467	-
16 Miscellaneous Revenue	148,613	2,238	2,637	27,430	2,800	180,525	183,325	202,944	(19,619)	89.0%
17 Pass Through	(28,581)	(4,619)	490,521	(1,954)	-	17,722	-	-	-	-
19 Total Revenue	20,014,754	1,260,179	1,765,540	2,708,312	1,268,322	20,010,272	21,260,872	20,966,764	294,108	95.4%
21 Personal Services	15,915,524	1,438,561	1,431,155	1,453,289	1,489,737	15,397,008	16,886,745	19,280,416	2,393,671	79.9%
22 Materials and Services	2,655,591	153,680	85,975	164,836	331,945	2,706,698	3,038,642	4,696,548	1,657,906	57.6%
23 Capital Outlay	652,247	52,876	-	22,098	290,125	785,605	1,075,730	1,308,400	232,670	60.0%
24 Other, incl. Transfers	1,575,000	-	-	-	-	1,100,000	1,100,000	1,100,000	-	-
25 Debt Service	130,975	1,363	962	1,426	35,667	104,539	140,205	153,495	13,290	68.1%
26 Total Operating Expense	20,929,337	1,646,480	1,518,092	1,641,649	2,147,474	20,093,849	22,241,322	26,538,859	4,297,537	75.7%
29 NET GAIN (LOSS)										
30 Beginning Fund Balance	11,302,866	9,376,898	8,990,597	9,238,045	10,304,708	10,388,285	10,388,285	10,388,285		
31 Net Operating Gain (Loss)	(914,583)	(386,301)	247,448	1,066,663	(879,152)	(83,577)	(980,451)	(5,572,095)		
32 Accounting Adjustment	2							-		
33 Ending Fund Balance	10,388,285	8,990,597	9,238,045	10,304,708	9,425,556	10,304,708	9,407,834	4,816,189		
35 Fund Balance Policy	4,542,059	4,207,047	4,207,047	4,207,047	4,207,047	3,752,234	3,752,234	4,981,347		
36 Unassigned Fund Balance	5,846,226	4,783,550	5,030,998	6,097,661	5,218,510	6,552,474	5,655,600	(165,158)		
37 Ending Fund Balance	10,388,285	8,990,597	9,238,045	10,304,708	9,425,556	10,304,708	9,407,834	4,816,189		
39 FTE	88.00	91.90	91.20	89.90		89.90		106.60		

A:\Finance\Financials and Monthly Reports\FY25-26 Financials\11 May FY26\

6/10/2026

WCCCA**Capital Projects Fund**

	L	U	V	W	X	Y	Z	AA
FY26	Actuals FY25	Actuals March	Actuals April	Actuals May	Projected June	Actuals FY26YTD	Projected FY26	Budget FY26
1 Interest Income	33,261	2,288	2,208	2,208	2,200	27,743	29,943	-
2 Intergovt'l Contracts	-	-	-	-	-	-	-	-
3 Wash. Cty. 2016 Bond Rev.	-	-	-	-	-	-	-	-
4 Transfer In	1,575,000	-	-	-	-	1,100,000	1,100,000	1,100,000
5 Total Revenue	1,608,261	2,288	2,208	2,208	2,200	1,127,743	1,129,943	1,100,000
6 Materials and Services	-	-	-	-	-	-	-	-
7 Capital Furniture	-	-	-	-	-	-	-	-
8 Wash. Co. Bond Cap. Exp.	-	-	-	-	-	-	-	-
9 Building Equipment	-	-	-	-	-	-	-	-
9 Total Operating Expense	-	-	-	-	-	-	-	-
NET GAIN (LOSS)								
10 Beginning Fund Balance	920,639	3,649,938	3,652,226	3,654,435	3,656,643	920,639	2,528,900	2,528,900
11 Net Operating Gain (Loss)	1,608,261	2,288	2,208	2,208	2,200	1,127,743	1,129,943	1,100,000
12 Accounting Adjustment	-	-	-	-	-	-	-	-
13 Ending Fund Balance	2,528,900	3,652,226	3,654,435	3,656,643	3,658,843	2,048,382	3,658,843	3,628,900

A:\Finance\Financials and Monthly Reports\FY25-26 Financials\11 May FY26\

**Washington County
Consolidated Communications Agency**

New Business

BOARD OF COMMISSIONERS

Agenda Date: June 18, 2026

Agenda Item: Compensation Study Performed on Twelve Classifications, resulting in recommendations for Range Adjustment and Salary Increase

Staff Recommendation

Board approve recommendation by the Chief Executive Officers (CEO) Board to: 1. Adjust the salary range for six (6) classifications based on the market analysis performed by HR Answers, thereby replacing the old salary range with a new range. The six classifications, and specific adjustments, are identified in Attachment A; 2. Make the six range adjustments effective retroactively back to January 1, 2026; and 3. Move incumbent employees into their newly adjusted range, to the nearest step equal to or higher than their current salary, providing retroactive pay back to January 1, 2026.

Background

WCCCA originally contracted with Cascade Employers Association to complete salary compensation analysis for twelve (12) non-represented positions in the fall of 2024. Results were presented to the CEO Board in December of 2024. The CEO Board placed the item on hold until a performance appraisal and compensation review could be completed for the Executive Director.

The Executive Director's performance appraisal and compensation review was completed in February of 2026. At that point, the analysis provided by Cascade Employers Association was stale. WCCCA contracted with HR Answers to perform a fresh compensation study for the same twelve (12) non-represented classifications.

The twelve (12) non-represented classifications reviewed by HR Answers include the following: Accounting Specialist, Accounting Technician, Administrative Specialist, Chief Financial Officer, Custodian, Human Resources Manager, Technical Services Manager, Assistant Director, Operations Manager, Operations Supervisor, Administrative Supervisor and Training Coordinator.

HR Answers used a combination of the 911 direct market comparators the broader labor market published survey data. The direct market comparators included area 911 centers. Published labor market survey data was included from the Economic Resource Institute (ERI), the CompAnalyst survey, and the Milliman NW Management & Professional Compensation Survey. The data provided by HR Answers is summarized in Attachment A.

Of the twelve classifications reviewed, five were determined to be behind market. These classifications include Human Resources Manager, Chief Financial Officer, Training Coordinator, Shift Supervisor, and Operations Manager.

Because of compaction issues, a sixth classification, the Administrative Supervisor, is included in this recommendation to increase the salary range by 4%.

All classifications being recommended for salary range modification will have new steps created within the range, six steps per classification with 5% pay increase between each step, prepared downward from the approved new maximum salary, thus establishing a new range for each classification.

The Operations Supervisor classification has six (6) incumbents. All other classifications have one incumbent.

The research from HR Answers has identified the Chief Financial Officer (CFO) classification to be 24.5% behind market. HR Answers indicates the CFO classification has been a very active and highly competitive area in recent years, leading to rapid increases in salary. Following discussions with HR Answers regarding the significant spread between WCCCA salary and market, the recommendation is to first apply a measured increase of 10% to the CFO classification, then follow up with another review of the classification compensation against market in July of 2027.

This recommendation includes placing each incumbent into the updated salary range for their classification in the closest salary step equal to or higher than their current salary, retroactively to January 1, 2026.

Financial

As proposed, this action would increase the Agency's salaries and wage expense by about \$28,360 for the remainder of the current fiscal year and increase PERS and FICA expense by about \$9,930. There is sufficient unspent budget authority to absorb this cost in the current fiscal year.

This recommendation has been forecast in the proposed budget for FY27.

	Job Title	Range		
		Market Minimum	Market Mid-Point	Market Maximum
1	WCCCA Human Resources Manager	\$113,929	\$129,673	\$145,417
	Current Direct Market Research	\$114,522	\$137,012	\$159,502
	% WCCCA behind Market	0.52%	5.66%	9.69%
	Recommendation: Increase current top of step by 9.69% to \$159,510, raising top step up to current market maximum and establish six steps with 5% separation.			
2	WCCCA Chief Financial Officer	\$131,191	\$145,360	\$159,529
	Current Direct Market Research	\$133,438	\$166,012	\$198,585
	% WCCCA behind Market	1.71%	14.21%	24.48%
	Recommendation: Increase max of range by 10% to \$175,484. Develop six (6) steps in range with 5% separation. Re-evaluate comparables again in July of 2027.			
3	WCCCA Operations Manager	\$131,305	\$145,467	\$159,629
	Current Direct Market Research	\$127,592	\$151,938	\$176,283
	% WCCCA behind Market	-2.83%	4.45%	10.43%
	Recommendation: Increase current top of step by 10.43% to \$176,295, raising top step up to current market maximum and establish six steps with 5% separation.			
4	WCCCA Operations Supervisor	\$106,683	\$121,420	\$136,157
	Current Direct Market Research	\$110,990	\$128,332	\$145,673
	% WCCCA behind Market	4.04%	5.69%	6.99%
	Recommendation: Increase current top of step by 6.99% to \$145,704, raising top step up to current market maximum and establish six steps with 5% separation.			
5	WCCCA Administrative Supervisor	\$100,152	\$113,183	\$127,837
	Current Direct Market Research	\$95,558	\$111,011	\$126,464
	% WCCCA behind Market	-4.59%	-1.92%	-1.07%
	Recommendation: Due to Compression between the Administrative Supervisor and the Training coordinator, recommend 4% increase to \$132,954.			
6	WCCCA Training Coordinator	\$96,782	\$109,377	\$123,531
	Current Direct Market Research	\$98,474	\$112,242	\$126,010
	% WCCCA behind Market	1.75%	2.62%	2.01%
	Recommendation: Increase current top of step by 2.01% to \$126,027, raising top step up to current market maximum and establish six steps with 5% separation.			

Attachment A

Compression Review

Position	Current Top Step	Top Step Post Change
Assistant Director	\$198,916	\$198,916
Operations Manager	\$159,629	\$176,295
Operations Supervisor	\$136,157	\$145,704
Administrative Supervisor	\$127,837	\$132,954
Training Coordinator	\$123,531	\$126,027
Lead Multi-Dicipline Dispatcher	\$116,126	\$116,126
Multi-Dicipline Dispatcher	\$105,560	\$105,560

Current top of
Range

Recommended New Ranges

F		A	B	C	D	E	F
\$12,118	Human Resources Manager	\$10,415	\$10,936	\$11,483	\$12,057	\$12,660	\$13,292
\$145,417		\$124,980	\$131,229	\$137,790	\$144,680	\$151,914	\$159,510
\$13,294	CFO	\$11,458	\$12,031	\$12,632	\$13,264	\$13,927	\$14,624
\$159,529		\$137,496	\$144,371	\$151,589	\$159,169	\$167,127	\$175,484
\$13,302	Operations Manager	\$11,511	\$12,087	\$12,691	\$13,325	\$13,992	\$14,691
\$159,629		\$138,132	\$145,039	\$152,291	\$159,905	\$167,900	\$176,295
\$65.46	Operations Supervisor	\$54.88	\$57.62	\$60.50	\$63.53	\$66.71	\$70.05
\$11,346		\$9,513	\$9,987	\$10,487	\$11,012	\$11,563	\$12,142
\$136,157		\$114,150	\$119,850	\$125,840	\$132,142	\$138,757	\$145,704
\$61.46	Administrative Supervisor	\$50.09	\$52.59	\$55.22	\$57.98	\$60.88	\$63.92
\$10,653		\$8,682	\$9,116	\$9,571	\$10,050	\$10,553	\$11,079
\$127,837		\$104,187	\$109,387	\$114,858	\$120,598	\$126,630	\$132,954
\$59.39	Training Coordinator	\$47.47	\$49.84	\$52.33	\$54.95	\$57.70	\$60.59
\$10,294		\$8,228	\$8,639	\$9,071	\$9,525	\$10,001	\$10,502
\$123,531		\$98,738	\$103,667	\$108,846	\$114,296	\$120,016	\$126,027



7650 SW Beveland Street Ste 130
Tigard, Oregon 97223

PH: (503) 885-9815
FAX: (503) 352-5582

info@hranswers.com
www.hranswers.com



To: Mark Buchholz, Executive Director
Washington County Consolidated Communications Agency (WCCCA)

From: Laurie Grenya, President & Owner
HR Answers

Date: 5/4/2026

Subject: Market Review Process, Comparator Use, and Wage Schedule Implementation Considerations

The purpose of this memo is to provide a consolidated summary for internal discussion and Board-level context regarding WCCCA's compensation market review. This memo confirms the process used, clarifies several recommendation points, and outlines typical implementation practices when an organization adjusts a wage schedule in response to market movement.

Comparator Sources: How "Market" Was Defined

WCCCA selected a blend of direct market comparators and published survey sources. Direct market comparators included specific peer organizations, while published survey sources provided broader compensation data.

This blended approach helps define "market" as the organizations from which WCCCA is most likely to attract talent and to which it may lose talent, depending on the role, geography, qualifications, and labor market conditions.

Market Comparison Method

Once the data was collected, the market minimum, midpoint, and maximum were compared to the corresponding minimum, midpoint, and maximum of WCCCA's relevant pay band for each role.

This produced a percentage-based view of how WCCCA's current pay ranges align with the market at key points in the structure.

Use of Market Results

Market data should be used as decision-support information. It helps identify where pay is reasonably aligned, where it may be lagging, where it may be leading, and where additional discussion may be warranted.

Market data is not an automatic directive. Final compensation decisions still require organizational judgment, including consideration of internal alignment, budget capacity, pay administration practices, implementation timing, and long-term sustainability.

Direct Market Comparator Relevance

A key consideration in using direct market comparator data is whether the comparator role is meaningfully similar in scope, not merely similar in title.

For example, a Chief Financial Officer in a large county with multiple service lines, departments, funding streams, and operational responsibilities may not be a strong scope match for a Chief Financial Officer in an organization with a singular 911 purpose. The same concern may apply to an HR Manager role when the comparator position supports a much broader service portfolio.

Recommendation

Direct market comparators should be used only when there is a strong scope match based on duties, complexity, authority, operational breadth, and qualifications.

Where direct comparators do not provide a strong scope match, we recommend placing more weight on published survey sources and/or purpose-aligned organizations.

Applied Example

For the CFO role, city or county CFO comparisons often do not meet a singular-purpose scope standard and should not be used as direct matches for WCCCA.

The same concern is often present for the HR Manager comparison when the comparator role covers a much broader service portfolio than WCCCA's position.

Roles Lagging Market by More Than Approximately 10%

When one role appears to lag the market by more than approximately 10%, while most other roles are meeting or exceeding market, the result should be treated as a flag for further review rather than an automatic adjustment.

A market result is a point-in-time snapshot. It can be influenced by survey timing, sample size, comparator selection, job match quality, regional recruitment pressure, unusual pay actions by one comparator, or changes in job design.

Generally, a variance of 0% to 10% is often treated as a normal range of movement, depending on source timing, sample size, and match quality. A variance greater than 10% deserves additional review.

Recommended Review Steps

When the variance is greater than 10%, we recommend the following approach:

1. **Validate match quality.**

Confirm whether the role is being compared on a like-for-like basis, including scope, qualifications, complexity, authority, and operational responsibility.

2. **Check for explainable drivers.**

Review whether the variance may be caused by regional recruitment pressure, unusual pay actions in one comparator, survey timing, small sample size, job design changes, or another identifiable factor.

3. **Use a measured response when appropriate.**

If the result appears legitimate and no clear driver is confirmed, consider a modest adjustment of up to 10% and flag the role for a focused recheck in 12 months. The follow-up review can help determine whether the market shift is sustained and supports further adjustment, or whether it was temporary and does not support additional change.

We recommend documenting this approach in an internal policy or standard operating procedure. For example, the policy/SOP may state that when market data indicates a variance greater than 10%, additional validation will be completed, a measured adjustment may be considered, and the role will be scheduled for follow-up review.

Revised Market Data Impact

Based on the additional review process described above, the revised analysis specifically impacts the HR Manager and CFO positions.

After analyzing the revised market data against current compensation, we recommend following the Step 3 guidance described above: consider a measured adjustment, not to exceed 10%, and schedule a focused recheck in 12 months to determine whether additional adjustment is warranted.

Wage Schedule Adjustments and Employee Placement

When an organization adjusts its wage schedule due to market movement, implementation practices often differ between private-sector compensation systems and public-sector step-and-grade environments. Because decision-makers may be drawing from both types of experience, it is helpful to distinguish between the two.

Private-Sector Practice

In private-sector organizations, a market-based range update is often primarily a structure change. In other words, it updates the pay “rails” used for future compensation decisions.

Employees may not see immediate placement changes unless the organization chooses to implement them. In practice, this most often appears as updated range limits and/or targeted adjustments for specific roles or individuals where needed.

Public-Sector / Step-and-Grade Practice

In public-sector or step-and-grade environments, the most common implementation approach is often a least-

cost implementation that ensures no employee's base pay goes down.

Under this approach:

1. **Employees below the new minimum** are moved up to the new minimum.
2. **Employees within the revised range** are commonly moved to the next higher step, not to exceed the maximum.
3. **Employees above the new maximum** are typically red-circled. Their base pay is not reduced, and they generally do not receive additional base-building increases, often including COLAs, until the range catches up and the employee's rate falls back within the range.

Some organizations may consider a non-base lump sum approach for red-circled employees during that period, depending on compensation philosophy, budget, and applicable agreements.

Unionized Roles

For unionized roles, there is often interest in clean step-to-step movement because it is transparent and easier to administer. The actual implementation outcome must align with the applicable collective bargaining agreement, bargaining obligations, and bargaining strategy. In my experience, a step-to-step implementation is rarely an agreement.

The market review provides helpful decision-support information, and the recommended approach allows WCCCA to respond thoughtfully without overcorrecting based on a single point-in-time data result. Where the revised data indicates concern for the HR Manager and CFO roles, a measured adjustment and scheduled follow-up review provides a balanced path that supports market awareness, internal consistency, and sustainable pay administration.

If we can be of further assistance please don't hesitate to reach out.

BOARD OF COMMISSIONERS

Agenda Date: 18 June 2026**Agenda Item:** Items for the FY 2026-207 Budget**Background:**

Oregon Budget Law requires a public hearing on the budget forwarded from the Budget Committee. WCCCA is not required to follow budget law but strives to follow closely. A public hearing for the proposed 2026-2027 (FY27) budget has been advertised. After the public hearing is closed, the Board of Commissioners (BOC) may proceed with the considerations to formally adopt the budget.

The Agency's proposed budget for FY27 was presented to WCCCA Stakeholders on January 22, 2026 and was previewed by the CEO Board on February 19, 2026. Then budget was then presented to the WCCCA Budget Committee at its meeting on the same day and recommended for adoption to the BOC. A table including a column for the budget approved by the Budget Committee is presented on page 2 of this agenda bill.

Subsequent to the approval, the Agency has identified the need for additional General Fund (GF) appropriations for the FY27 budget. This need is based on projects which have been previously budgeted but will not be completed by the end of the current fiscal year or have otherwise arisen since the development of the budget and the Budget Committee's review and approval in February.

Budget Impact:

The Citizen Input Transcription /Translation Project is the final piece of the Vesta Upgrade project, budget in FY26. Vesta Mapping expends mapping functionality in dispatch to remaining dispatch positions without the functionality. Facility sidewalk work refers to concrete work around the WCCCA building which is weather dependent and was previously budgeted in FY26 but will also not be complete by the end of the fiscal year. Prism maintenance is work relating to the paging system.

Item	Change for FY27
Citizen Input Transcr./Translation	100,000
Vesta Mapping	96,000
WCCCA Facility Sidewalk Work	25,000
Prism Maintenance	16,000
	\$ 237,000
Materials & Services	16,000
Capital Outlay	221,000
Total	
	\$ 237,000

Fiscal Impact:

If approved, this agenda bill will not change Budget Committee's recommended member rates for the FY27 budget. The additional expenditures are anticipated to be covered by the ending fund balance projected for FY26. Depending on the Agency's financial performance in FY27, adding these additional expenses could put pressure on Member fees in the FY28 budget. If the Agency realizes sufficient savings in FY27, the impact of these expenditures may be negligible for Member fees for the FY28 budget.

	FY27 Bud. Com. Approved	FY27 Appropriation increase	FY27 Revised & Proposed for Adoption
General Fund			
Beginning Working Capital	7,080,247		10,304,708
Revenue			
Member & Assoc. User Fees	13,260,543		13,260,543
911 Telephone Tax	5,475,000		5,475,000
C800 Contract	1,346,553		1,346,553
all other revenues	1,762,485		1,762,485
Total Revenues	21,844,581		21,844,581
Total Resources	28,924,828		32,149,289
Expenditures			
Personal Services	20,243,117		20,243,117
Materials & Services	4,882,323	16,000	4,898,323
Capital Outlay	1,077,700	221,000	1,298,700
Transfer (out)	1,000,000		1,000,000
Debt Service	173,438		173,438
Total Expenditures	27,376,578	237,000	27,613,578
Fund Balance			
Contingency	4,301,012		4,301,012
Unappr. Ending Fund Balance	(2,752,762)		234,699

Staff Recommendation:

Pending public comment on the budget approved by the Budget Committee and the anticipated recommendation of the Chief Executive Officer Board of the changes illustrated on this agenda bill, staff recommends the BOC accept the revision of the FY27 proposed budget.

Attachments:

A detail of GF expenditures, as revised, is provided following this bill. Please note that contingency and unappropriated ending fund balance are not included on the line item budget for GF expenditures.

WCCCA
GF Roll Up

FY27 Budget

		I	J	X	Y	A	AA	AB
		Actuals	Preliminary	Projected	Budget	Budget	Budget	Pct.
		FY24	FY25	FY26	FY26	FY27	Δ	Δ
5001	ADMIN-SALARIES & WAGES	3,506,618	3,753,736	4,639,993	4,922,475	5,290,978	368,503	7.5%
5002	UNION-SALARIES & WAGES	4,733,160	5,053,153	4,803,299	6,241,692	6,540,835	299,143	4.8%
5015	VACATION PAYOUT	220,050	142,287	96,916	37,994	40,000	2,006	5.3%
5120	OVERTIME PAY	975,194	1,312,676	1,281,948	580,500	565,500	(15,000)	-2.6%
5121	COMP TIME	61,267	26,843	86,704	123,000	121,500	(1,500)	-1.2%
5130	CELL PHONE ALLOWANCE	16,000	9,400	10,100	17,000	17,000	0	0.0%
5201	PERS CONTRIBUTION	2,663,261	2,869,015	3,274,190	3,506,364	3,783,182	276,819	7.9%
5203	FICA/MEDICARE	710,137	770,639	827,860	897,689	944,538	46,849	5.2%
5204	OREGON PAID LEAVE TAX	36,662	40,264	44,854	47,691	50,303	2,612	5.5%
5206	WORKERS COMP	24,855	28,800	28,639	72,118	59,502	(12,616)	-17.5%
5207	TRIMET TAX	62,099	69,227	70,831	94,584	81,615	(12,968)	-13.7%
5210	HEALTH INSURANCES	1,787,723	1,856,471	2,044,789	2,496,832	2,505,077	8,245	0.3%
5230	DEFERRED COMPENSATION MATCH	79,953	88,488	103,010	114,446	118,713	4,266	3.7%
5240	LIFE/DISABILITY/VEBA	74,189	73,202	85,054	106,881	103,574	(3,307)	-3.1%
5250	UNEMPLOYMENT INSURANCE	-	-	(4,414)	10,000	10,000	0	0.0%
5295	VEHICLE ALLOWANCE	10,800	10,800	10,700	11,150	10,800	(350)	-3.1%
5300	DEPARTMENT SUPPLIES	66,264	44,923	48,178	41,000	53,000	12,000	29.3%
5301	RADIO SUPPLIES (no longer in use)	-	-	0	0	0	0	
5302	TRAINING SUPPLIES	1,851	3,896	2,038	2,500	4,000	1,500	60.0%
5303	UNIFORMS	33,067	32,871	37,983	41,250	41,475	225	0.5%
5310	BACKGROUND INVESTIGATIONS	-	-	0	0	0	0	
5313	EMPLOYMENT TESTING	12,246	18,377	20,954	21,500	30,100	8,600	40.0%
5315	TUITION REIMBURSEMENT	-	-	0	0	0	0	
5323	FOOD/REFRESHMENTS	6,659	9,164	11,545	13,150	14,250	1,100	8.4%
5330	NONCAP FURNITURE, EQUIP & TOOL	39,193	15,692	31,043	45,935	66,835	20,900	45.5%
5332	OFFSITE STORAGE	-	-	13,000	0	13,000	13,000	
5335	COMPUTER HARDWARE & SUPPLIES	13,745	14,634	34,409	45,835	86,869	41,034	89.5%
5336	MAJCS CAD TECHNOLOGY	329,315	207,579	5,189	104,300	120,450	16,150	15.5%
5340	SOFTWARE UPGRADES	83,374	11,685	9,238	0	44,133	44,133	
5350	FUEL	34,718	41,497	39,273	47,500	49,000	1,500	3.2%

WCCCA
GF Roll Up

FY27 Budget

	I	J	X	Y	A	AA	AB
	Actuals	Preliminary	Projected	Budget	Budget	Budget	Pct.
	FY24	FY25	FY26	FY26	FY27	Δ	Δ
5360 M & R EQUIPMENT REPAIR	82,731	90,283	58,319	54,000	59,000	5,000	9.3%
5361 M & R WCCCA BUILDING	332,396	258,087	178,216	196,480	128,900	(67,580)	-34.4%
5362 M & R TOWER SITES	195,289	110,565	273,321	378,250	275,000	(103,250)	-27.3%
5363 M & R VEHICLES	32,959	20,427	16,292	15,000	22,800	7,800	52.0%
5367 LEASED/RENTED EQUIPMENT	-	-	0	0	0	0	
5368 SOFTWARE MAINT. AGREEMENTS	252,728	535,101	1,196,510	1,235,722	1,167,948	(67,774)	-5.5%
5400 INSURANCE	194,796	200,208	209,357	225,000	235,000	10,000	4.4%
5410 LEGAL SERVICES	65,235	109,238	208,431	200,494	335,380	134,886	67.3%
5412 AUDIT FEES	35,960	39,260	63,000	50,000	50,000	0	0.0%
5414 PROFESSIONAL SVC CONTRACTS	340,936	339,517	973,295	1,077,263	1,133,854	56,591	5.3%
5416 BUILDING MAINTENANCE	-	-	0	0	0	0	
5430 TELEPHONE	155,947	157,789	158,586	162,906	168,464	5,558	3.4%
5431 ADMIN. TELEPHONE	-	-	2,000	3,000	0	(3,000)	-100.0%
5432 HEAT/ENERGY	5,773	6,966	7,585	10,080	10,584	504	5.0%
5433 ELECTRICITY	183,895	200,656	245,410	289,800	310,086	20,286	7.0%
5434 WATER/SEWER	40,119	43,527	45,957	38,430	40,352	1,922	5.0%
5436 GARBAGE	3,546	3,741	4,477	38,000	39,900	1,900	5.0%
5445 RENT FOR SITE LEASES	-	-	0	0	0	0	
5461 TRAINING	23,744	16,610	40,469	49,155	71,365	22,210	45.2%
5462 TRAVEL EXPENSE	23,520	13,754	56,095	68,050	68,800	750	1.1%
5472 EMPLOYEE RECOGNITION/AWARDS	5,705	2,410	15,385	21,900	24,400	2,500	11.4%
5481 COMMUNITY EDUCATION	620	2,352	4,136	4,500	4,500	0	0.0%
5500 SUBSCRIPTIONS	16,979	78,140	179,624	176,106	181,895	5,789	3.3%
5505 MEMBERSHIP DUES	5,434	13,759	17,307	11,882	16,481	4,599	38.7%
5510 SHIPPING & POSTAGE	4,525	5,016	6,886	6,500	8,000	1,500	23.1%
5515 BANKING & LATE FEES	0	1	5,333	8,000	8,000	0	0.0%
5569 BAD DEBT EXPENSE	-	-	667	1,000	1,000	0	0.0%
5570 MISC BUSINESS EXPENSE	5,000	5,000	6,667	10,000	10,000	0	0.0%
5571 RETREAT EXPENSE	-	-	0	0	0	0	

WCCCA
GF Roll Up

FY27 Budget

	I	J	X	Y	A	AA	AB
	Actuals	Preliminary	Projected	Budget	Budget	Budget	Pct.
	FY24	FY25	FY26	FY26	FY27	Δ	Δ
5572 ADVERTISING/PUBLIC NOTICES	2,589	2,866	2,257	2,060	3,502	1,442	70.0%
5610 BUILDING IMPROVEMENTS	185,817	139,678	310,161	308,700	121,200	(187,500)	-60.7%
5615 VEHICLES	38,799	107,924	56,250	75,000	113,000	38,000	50.7%
5630 OFFICE FURNITURE & EQUIPMENT	4,246	19,871	13,333	15,000	17,500	2,500	16.7%
5645 SHOP EQUIPMENT	24,700	-	139,798	181,700	64,000	(117,700)	-64.8%
5650 COMMUNICATIONS EQUIPMENT	165,970	384,774	793,283	728,000	983,000	255,000	35.0%
5660 COMPUTER EQUIPMENT			0			0	
5800 TRANSFERS OUT TO OTHER FUNDS	-	1,575,000	1,100,000	1,100,000	1,000,000	(100,000)	-9.1%
5850 DEBT SERVICE (LEASE EXPENSE)	155,875	130,975	150,132	153,495	173,438	19,943	13.0%
Total GF Expense	18,168,235	21,118,814	24,195,865	26,538,859	27,613,578	1,074,719	4.0%

Salaries & Wages	9,512,289	10,298,095	10,918,960	11,922,661	12,575,813	653,152	5.5%
Benefits	5,449,678	5,806,906	6,485,513	7,357,755	7,667,304	309,549	4.2%
Materials and Services	2,630,860	2,655,591	4,228,434	4,696,548	4,898,323	201,775	4.3%
Capital Outlay	419,532	652,247	1,312,826	1,308,400	1,298,700	(9,700)	-0.7%
Other, incl. Transfers	-	1,575,000	1,100,000	1,100,000	1,000,000	(100,000)	-9.1%
Debt Service	155,875	130,975	150,132	153,495	173,438	19,943	13.0%
Total GF Expense	18,168,235	21,118,814	24,195,865	26,538,859	27,613,578	1,074,719	4.0%

A:\Finance\Budget\FY 26-27\



Washington County Consolidated Communications Agency

RESOLUTION 26-03

ADOPTION OF THE FISCAL YEAR 2026-2027 BUDGET

WHEREAS, the Fiscal Year 2026-2027 Budget has been reviewed by the Agency's Budget Committee and recommended to the Board of Commissioners by the Agency's CEO Board, and

WHEREAS, a public hearing on the budget approved by the Budget Committee has been called before the Board of Commissioners on this date, June 18, 2026

LET IT THEREFORE BE RESOLVED, that the Board of Commissioners adopts the following budget for the fiscal year ending June 30, 2026 in the total amount of \$31,914,590 for the Agency's General Fund and authorizes the appropriates as follows:

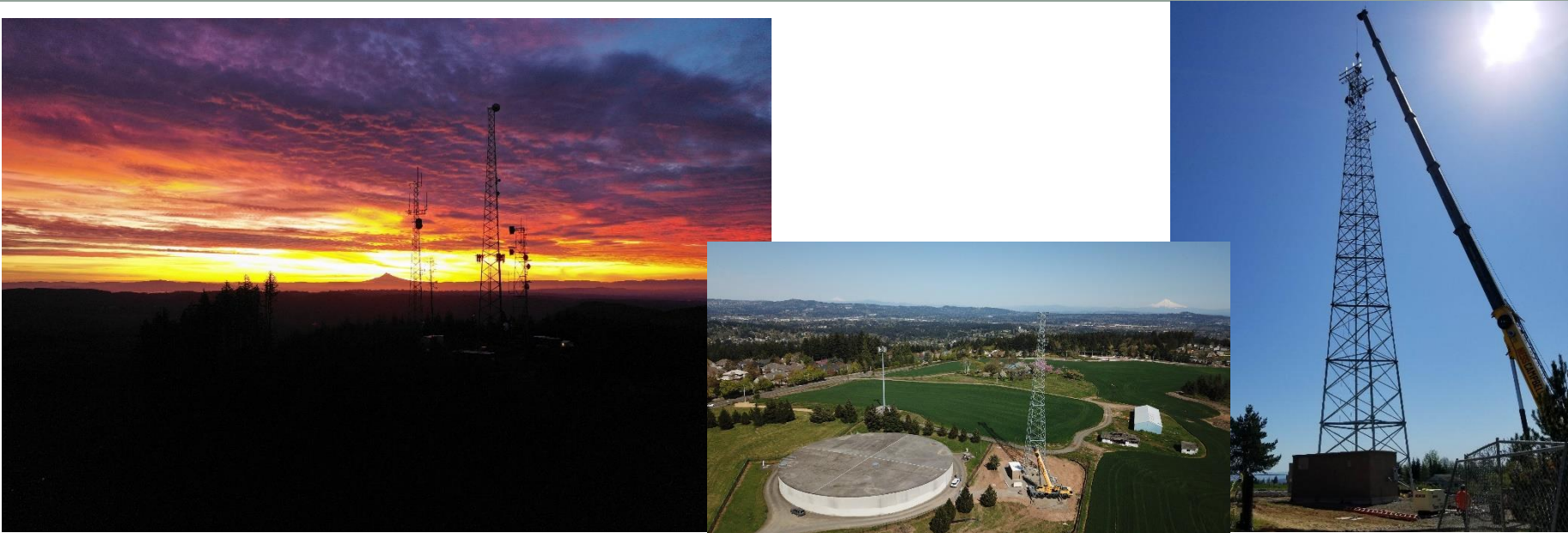
	FY27 Revised & Proposed for Adoption
General Fund	
Personal Services	\$ 20,243,117
Materials & Services	4,898,323
Capital Outlay	1,298,700
Transfer (out)	1,000,000
Debt Service	173,438
Contingency	4,301,012
Total Appropriations	31,914,590
Unappr. Ending Fund Balance	234,699
Budget	\$ 32,149,289

APPROVED AND ADOPTED this 18th day of June, 2026.

Chair, Board of Commissioners

**Washington County
Consolidated Communications Agency**

Project Reports



WCN SYSTEMS

Technical Services

Manager: Jennifer Reese (Interim)

Radio: Curtis Floyd

Facilities: Ted Leach

IT: Justin Haines

Activity for: May 2026



C800 Group



Radio Team

Activity and Projects:

- Motorola Projects: May Monthly patching complete. JUNE 15-26, 2026-full system upgrades.
- JOT Form: on-line. <https://forms.office.com/g/uY1tn0sbbK> (QR Code can be provided)
- Site Preventative Maintenance: Motorola completed 45 sites to date.
- Station Alerting: Reminder: USDD Approved Vendors and WCCCA are only personnel allowed to work on ATX or peripherals.
 - Upgrading ATXs to correct a bug in software and align all stations to same software. Working with USDD on upgrades.
- Backhaul: WCCCA will begin backhaul switch firmware updates. No impact to users, we'll coordinate with third party system users for outages (PGE, ODOT, Trimet, etc)
- Microwave: TIMB<GOAT Frequency change, scheduled.
 - MW annual PMs scheduled for July 20, expected to take approximately 3 weeks.
- Member Agency (WCN) Preventative Maintenance
 - CCSO is continuing to cycle radios into WCCCA for PM
 - WCSO planning phase for large scope project, July 2026
- DVRS: LOPD (One test vehicle set up); HBFD DVRS completed.
 - HBPD DVRS- Reprogramming updates to portables with approx 21 left to complete.
- WAVE (Mobile Devices Radio Use):
 - Working with Motorola on new WAVE Management tool. We're loading tool with Talkgroups and building baseline system. We'll have outage for WCCCA users. We'll communicate with our POC and users via provided emails.
 - TAC approval for WC Templates, and C800 Board approval for CC Templates.
 - CCSO-New account setup, working with rep on loading tool
- BDA/DAS- Projects in progress as they arise.
 - Beaverton High School and BVSD Capital Center completed in May, others as they arise.
- OTHERS and REMINDERS:
 - WCCCA Equature upgrades July 14. CCOM scheduling as well.
 - USFS requesting as built and locates for Memaloose, Whalehead, Oak Grove, and TDH. We'll provide GPS and
 - Working with Slatercom on tower lighting and FAA/ODVA assessments for multiple C800 sites and WCCCA Pinefarm filing.

Facilities Team

Activity and Projects:

- Pine Farm Facility
 - The potable water storage tank was cleaned and inspected in May. The next annual inspection will require some maintenance on the inside coating of the tank.
 - Entrance Controls/Christenson Electric has been contracted to replace all biometric readers during June. New readers will be card + PIN and will directly interface with our access control system, eliminating the need and expense for two separate systems.
- Site Maintenance Status
 - Griffith Roofing will be completing The Sandy and Crutcher Bench sites before June 30th.
 - Radio site maintenance for May was completed in both counties TDH will be visited in June as the road is now open.
- Site Power Status
 - A few bad cells will be replaced in battery stacks at several C800 site locations during early June. There should be no impact to users.
- Site Security Status
 - USFS road gates were found left open on the road to Oak Grove Butte. USFS was notified.
 - The landowner reported another occurrence of the Crutcher Bench gate being left unlocked in our easement during May. BLM and others were notified to request their contractors double check locks when entering and leaving.
- Vehicles
 - The 2026 Explorer is being outfitted with a radio. Final upfitting should be completed in June.
- Special Projects
 - No new updates.

Information Technology Team

Activity and Projects:

- **CAD Maintenance**
 - May CAD Maintenance was successful with all systems receiving latest security patches.
- **CAD Services**
 - Ongoing work with CST for upgrades discussion.
 - MAJCS Tech and Ops meetings are ongoing with role assignments and noting milestones with possible roadblocks. User meeting identified concern regarding timelines for end user training.
 - CST and Motorola working on APIs for interfaces
 - Aurelian Non Emergency AI Call taking testing is moving along. Go-Live is scheduled for June 10th.
- **IT Services**
 - WCCCA is moving to the final steps of migrating to our new work order tool.
 - We will be contacting user agencies to confirm user account for requestors and SPOCs for our IT and Radio Teams
 - PC Refresh is completed

**Washington County
Consolidated Communications Agency**

Director's Report

Director's Monthly Staffing Report

Period: May 16, 2026 – June 12, 2026

Staffing Levels

	Call Takers & Dispatchers	Operations Supervisors and Support (Supervisors, Training, Records)	Technical Services (Radio, Facilities, IT)	Admin (Leadership, Finance, HR)	Total
Current Staff	53	11	18.5	8.1	90.6
Current Vacancies (recruiting)	14				14
Current Vacancies (on hold)		1	1		2
Budgeted Staff	67	12	19.5	8.1	106.6

Details for Vacancies	Dispatchers & Call Takers	Shift Supervisor	Tech Services Manager	
-----------------------	------------------------------	------------------	--------------------------	--

Staffing Activities

- Three Trainees (0 on phones + 3 on radios). *Trainees are included in the "Current Staff" count above*
- Two Call Takers heading into PD training; focus on PD training as quickly as possible
- Six conditional offers for July hiring including one lateral (in background/psych now)
- Onsite interviews being scheduled for most recent posting for week of June 15th
- Returning to hiring Police Dispatcher-Trainees for a period of time (vs. Call Taker only); anticipate this will decrease training time to backfill PD positions.
- Returning to a bifurcated psychological evaluation process; conducting "suitability" screening before background and full psych evaluation to help reduce possible unsuccessful candidates progressing to later stages of the hiring process